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ABSTRACT

The document describes the special curriculum course offerings for the General Management Training Institute. It contains a general information sheet, a curriculum calendar for 1976, and course descriptions for the following courses: administrative officer seminar, analyzing managerial key results areas and formulating objectives, creative problem solving, management briefing, management by objectives, management orientation, management of time, managing and improving work systems, organization development seminar, team building for organizational effectiveness, and understanding and managing human behavior. Each course description contains: a statement of the audience the course was designed for, a description and a list of the objectives of the course, an explanation of the delivery methodology, a list of topics covered, and the cost. (JR)

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US Civil Service Commission
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GENERAL MANAGEMENT INSTITUTE

SPECIAL CURRICULUM

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GENERAL INFORMATION

NOMINATION PROCEDURE

Federal employees should be nominated for training on Optional Form 37 or their agency training form. State, county, and local government employees may be nominated by letter showing nominee's name, home address, title, agency address, and billing address. Submit nominations to:

Director, General Management Training Institute
Chicago Regional Training Center
230 South Dearborn Street, 29th Floor
Chicago, Illinois 60604

NOMINATION DEADLINE

The nomination deadline for each program will be three weeks prior to its beginning date. Agencies may phone the General Management Institute to reserve spaces for any program if their nomination form or letter will not reach our office by the deadline. Late nominations, however, will be accepted only on a space available basis.

CANCELLATION DEADLINE

Cancellation deadlines will be two weeks prior to the beginning date of each program. Agencies will be billed for all accepted nominees unless cancelled by this deadline. However, substitutions may be made up to the beginning date of the program. Also, please cancel any phone nominations if they will not be needed.

PARTICIPANT NOTIFICATION

Acceptance letters and pre-course material (if required) will be mailed two weeks prior to the beginning date of each program. If a program has been cancelled or deferred, nominees will be notified by phone or letter.

ADVISORY SERVICE

We will be happy to provide technical assistance in the development of your own training programs or to conduct courses described in this booklet at your facility, tailored to your agency's needs.

For further information please contact the Director of the General Management Institute by phone or letter.

The FTS number of the General Management Institute is AC/312 353-2914.

SPECIAL CURRICULUM CALENDAR

ADMINISTRATIVE OFFICER SEMINAR - $115

DATES	LOCATION
Sept 15-19, 1975	Chicago
March 1-5, 1976	Chicago

ANALYZING MANAGERIAL KEY RESULT AREAS & FORMULATING OBJECTIVES - $480

(This cost is for a four person team. Costs will be slightly less (per participant) for larger teams.)

DATES	LOCATION
July 15-17, 1975	Detroit
July 22-24	Chicago
Sept 23-25	Chicago
Nov 4-6	Chicago
May 11-13, 1976	Chicago

CREATIVE PROBLEM SOLVING - $110

DATES	LOCATION
Aug 19-21, 1975	Madison
Jan 6-8, 1976	Detroit
Jan 21-23	Chicago
March 23-25	Indianapolis
March 24-26	Cleveland
April 6-8	Chicago

MANAGEMENT BRIEFING - $30

Dates and locations will be announced at a later date

MANAGEMENT BY OBJECTIVES - $100

DATES	LOCATION
July 7-9, 1975	Chicago
Sept 3-5	Chicago
Sept 16-18	Detroit
Sept 23-25	Duluth
Oct 7-9	Dayton
Dec 9-11	Milwaukee
Dec 9-11	Lansing
Dec 16-18	Chicago
Dec 16-18	Cincinnati
Jan 6-8, 1976	Cleveland
Feb 3-5	Indianapolis
April 13-15	Madison
April 20-22	Chicago
June 15-17	Detroit

SPECIAL CURRICULUM CALENDAR

MANAGEMENT ORIENTATION - $100

DATES	LOCATION
July 15-17, 1975	Indianapolis
Aug 12-14	Chicago
Aug 26-28	Cleveland
Sept 23-25	Lansing
Oct 15-17	Rochester
Nov 12-14	Akron
Dec 2-4	Cincinnati
Jan 13-15, 1976	Detroit
Jan 20-22	Twin Cities
Feb 3-5	Chicago

MANAGEMENT OF TIME - $110

DATES	LOCATION
Aug 19-21, 1975	Detroit
Aug 26-28	Chicago
Sept 9-11	Twin Cities
Jan 6-8, 1976	Dayton
March 3-5	Chicago
May 12-14	Cleveland
May 18-20	Indianapolis

MANAGING & IMPROVING WORK SYSTEMS - $100

DATES	LOCATION
July 8-11, 1975	Chicago
Oct 7-10	Twin Cities
Nov 11-14	Cleveland
Jan 6-9, 1976	Chicago
Feb 10-13	Detroit
March 16-19	Cincinnati
June 8-11	Indianapolis
June 15-18	Cleveland

ORGANIZATION DEVELOPMENT SEMINAR - $110

DATES	LOCATION
Feb 24-26, 1976	Chicago

TEAM BUILDING FOR ORGANIZATIONAL EFFECTIVENESS - $110

Dates and locations will be announced at a later date.

SPECIAL CURRICULUM CALENDAR

UNDERSTANDING & MANAGING HUMAN BEHAVIOR - $100

DATES	LOCATION
Aug 5-7, 1975	Chicago
Sept 9-11	Milwaukee
Oct 21-23	Duluth
Nov 11-13	Detroit
Dec 2-4	Indianapolis
Jan 6-8, 1976	Twin Cities
Feb 10-12	Cincinnati
Feb 17-19	Cleveland
March 16-18	Chicago

ADMINISTRATIVE OFFICERS SEMINAR

Designed For . . .

This course is specifically designed for administrative officers and administrative assistants of federal agencies responsible for coordinating office administration and related activities.

Objectives . . .

Because this seminar is designed for the new administrative officer, it is meant to act as a stepping-stone to further learning. Thus, the course is an overview and intended to help participants to:

- Gain an increased awareness and understanding of their roles as administrative officers, assistants, etc.
- Develop an understanding of techniques in management analysis, objective setting, problem solving and planning
- Gain a better understanding of personnel management, labor management relations, space management, EEO, travel, transportation and procurement processes, concepts, and regulations
- Share ideas and discuss experiences with other administrative officers
- Practice ways to improve writing and editing abilities
- Develop a better understanding of the federal budgetary process and a systems approach to administrative management
- Be better able to decide in which ways each can become more effective on the job

Delivery Methodology . . .

Participants will be involved in learning through practical application. Lectures and workshops in management and behavioral sciences will derive further benefits from association with other office assistants, managers, and administrative officers. Outside readings and assigned tasks will provide continuity and afford enrichment to classroom presentations and workshop involvement.

Topics Covered . . .

- Personnel Management and the Administrative Officer
- Planning, Problem Solving, and Decision Making
- Travel and Transportation
- Space Management
- The Administrative Officer and the Management Analysis Function
- Procurement and Contracting
- The Federal Budgetary Process and Funds Management
- Techniques of Effective Negotiations (Labor Management Relations)
- Effective Writing and Editing Procedures
- Management's Expectations of the Administrative Officer

Cost: The interagency tuition charge is $115 per participant.

ANALYZING MANAGERIAL KEY RESULT AREAS & FORMULATING OBJECTIVES

Designed For . . .

The seminar is open to management TEAMS of four to eight members each. The teams may include a manager and his or her subordinate supervisors, peers from interfacing staff and line functions, or other executives and managers with similarly interlocking positions. Because participants will be analyzing and identifying "Key Result Areas" and writing "Measurement Criteria" for their own organizations, only management teams or work units should attend. This course is not appropriate for anyone unfamiliar with the concepts presented in a basic MBO course.

Background . . .

Today, in government, there is increased emphasis on achieving mission - oriented results, which can be measured and evaluated. Management by Objectives is the system which agencies have been urged to implement to achieve these kinds of results. An effective MBO system puts great emphasis on four concepts: Managerial and Unit Key Result (Effectiveness) Areas, Measurement Criteria, and Measurable, Specific Objectives. Although "Objectives" are often seen as the all-important element in MBO, the ability to set and write objectives is founded on the complemental ability of analyzing and identifying "Key Result Areas" and "Measurement Criteria". This seminar will give managers an opportunity to develop skills in these areas.

Objectives . . .

The seminar has been designed to help each team member, using his or her own organizational mission, unit mission and managerial role statement, accomplish the following:

- Write a draft of Key Result Areas which show the general output requirements of the position or unit
- Establish effectiveness standards for the position or unit by writing specific output requirements incorporating measurement criteria
- Write specific objectives which are as measurable and time bounded as possible and are directly related to the identified Key Result Areas and the larger organization's mission
- Increase the chances for success of organizational development efforts using MBO techniques within the team members'units
- Practice the application of MBO techniques and methods in a lower-risk setting
- Relate MBO techniques and methods to the teams' unique management situations

Delivery Methodology . . .

This seminar will consist of a series of workshops emphasizing the development of participant skills in the application of MBO techniques and methods.

The participants will use their own organizations as the target of this practical, "hands-on" MBO learning experience.

Cost: The tuition charge will be $480 for four person teams. Costs will be slightly less for larger teams.

CREATIVE PROBLEM SOLVING

Designed For . . .

Supervisors, managers, and other professionals involved in identifying and solving organizational and human problems.

Objectives . . .

This course is designed to sharpen participant problem solving abilities through the use of a systematic approach to problems using creative effort at each stage of the process. Upon completion, participants will be able to:

- Describe the creative problem solving process
- Identify problems, find and analyze facts, and write clear problem statements
- Describe and apply idea generating techniques
- Apply evaluation techniques for verifying tentative solutions of problems
- Prepare final solutions for adoption and implementation
- Approach problem solving and decision making on a more rational basis

Delivery Methodology . . .

Brief lectures, simulation exercises, films, and individual and small group activities will be used to reinforce course concepts and techniques. Each participant will receive a handbook designed for use in back home application.

Topics Covered . . .

- Creativity Roadblocks
- System Functional Analysis and Simplification
- Information, Decision Making, and Implementation Phases of Problem Solving
- Morphological Analysis/Synthesis
- Routine, Conceptual, and Heuristic Problem Solving Approaches
- Steps in Conducting a Problem Solving Session

Cost: The interagency tuition charge is $110 per participant.

MANAGEMENT BRIEFINGS

Designed For . . .

Managers, executives, and key staff.

Objectives . . .

These one-day briefings are designed to acquaint top managers with new and timely topics in the management arena. The best qualified and available experts in given fields are utilized in various one-day presentations and guided discussions. Specific objectives depend upon the subject matter of each briefing.

Topics Covered . . .

* Management by Objectives - Various Facets
* Environmental Future Shock
* Management Application of Transactional Analysis
* Manpower Planning
* Management and Productivity
* Managerial Communications
* Managerial Decision Making
* Assessment Centers

Cost: The interagency tuition charge is $30 per participant.

MANAGEMENT BY OBJECTIVES

Designed For . . .

Supervisors, managers, and key staff officials who want to gain an understanding and knowledge of MBO theory, practice, and application.

Objectives . . .

This course provides a workable management tool for answering several fundamental organizational questions that often make the difference between success and failure. During the course, managers will develop their own answers to the following job related questions:

- What "business" are we in?
- What is Success?
- How is success measured?
- Where can the information be found to measure success?
- How am I doing now?
- What am I going to do about it?

The course is designed to help participants turn MBO concepts into a workable management strategy and application at their organizational level. Participants completing the course will be able to:

- Explain essentials of management theory behind MBO
- Implement a model for using MBO in their work unit
- Apply techniques for developing work objectives with their subordinates
- Analyze the potential benefits and pitfalls of trying to manage by objectives

Delivery Methodology . . .

Topics are presented by lecturettes, demonstrations, workshop exercises, and group discussions.

Topics Covered . . .

* A philosophy of management - the rationale of management by objectives
* The creation of an organizational climate conducive to participatory goal setting, standard setting, and performance appraisal
* The identification of organizational goals, the setting of priorities, the breakdown into specific, measurable sub-goals, and related problems of communication and coordination
* Achieving employee internationalization of goals
* Discussion-workshop underlining position duties and responsibilities and how their accomplishment is measured
* Setting behavior standards for successful performance
* Measurement of results against established goals and objectives
* Shortcomings and difficulties in the application of MBO

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Cost: The interagency tuition charge is $100 per participant.

MANAGEMENT ORIENTATION

for employees in administrative, clerical, and secretarial positions

Background . . .

Over the past several years an encouraging trend had developed toward formalized training for supervisors and managers. A corresponding emphasis, however, has not been given to educating non-supervisory personnel in the theory and practice of management. Frequently, an employee's view and understanding of management are quite different from those of the manager. To be most effective in his or her job, an employee needs a chance to see things through the manager's eyes. An adequate understanding of overall management responsibilities and specific management practices will increase the opportunities for productive dialogue and cooperation among all members of the work team.

This three-day program will provide non-supervisory employees an opportunity to learn what is involved in management and will give them insight into why the boss manages as he does.

Designed For . . .

Non-supervisory employees who need an opportunity to learn what is involved in management. For federal participants, this course may be used to satisfy a part of the 80-hour supervisory training requirement. Agencies may wish to include this course as part of an employee's Upward Mobility training.

Objectives . . .

To expand the employee's awareness of management responsibilities and techniques. And to develop employee understanding of management practices. Upon completion, participants will be able to:

- Explain the essential responsibilities of management in terms of the management cycle
- Describe the basic techniques for generating effective communication on the job
- Identify various leadership styles and indicate how a person might productively deal with each
- Identify some things an employee might do to contribute to personal and organization goals
- Explain the major themes of past and present theories of management
- Explain and apply the fundamental steps in problem solving
- Define their roles in relation to management

Delivery Methodology . . .

Topics will be presented by short talks, group discussions, practical workshops and selected readings. The aim will be to expand the participant's awareness of management responsibilities and practices.

Management Orientation - continued

Topics Covered . . .

- Responsibilities of Management
- Effective Communications
- Motivation and Interpersonal Relationships
- Management Practices in the 1970's
- The Dynamics of Change
- Problem Solving and Decision Making
- Self-Development

Cost: The interagency tuition charge is $100 per participant.

MANAGEMENT OF TIME

Designed For . . .

Supervisors, managers, and staff and technical specialists who could benefit from more effective time utilization.

Description and Objectives . . .

Time is an organizational resource that ranks in value with manpower, money, materials, and machines. Personal time utilization, and, in the aggregate, organizational productivity and effectiveness, can be enhanced by a more efficient use of the work day. This program will assist participants to detemine how and when to delegate work to others, how to establish meaningful priorities and to stick to them, and how to schedule the work day to utilize personal talents effectively.

This three-day course is designed to:

- Introduce participants to concepts of time management and time saving for increased individual effectiveness
- Provide specific techniques to re-evaluate job situation through personal time analysis
- Examine personal responsibility for effecient and effective time management
- Learn techniques for setting priorities and delegating work

Delivery Methodology . . .

Teaching methods will include self-evaluation tools, the balanced use of lecturettes, group discussions and workshops, and selected readings.

Topics Covered . . .

- Analyzing how you are now spending your time
- Criteria system for setting priorities effectively
- Assessment of present delegation system and techniques for improvement
- Different types of decisions and how to handle effectively
- Improving interruption control
- Applying a daily-control pattern
- Building teamwork effectiveness

Cost: The interagency tuition charge is $110 per participant.

MANAGING & IMPROVING WORK SYSTEMS

Designed For . . .

All Federal, state, and local government employees who wish to improve their capabilities of Managing and Improving Work Systems.

Objectives . . .

This four-day training program is designed to provide practical information which can be immediately introduced in any area of government operations. During the program, participants will put into practice the skills and techniques learned, and will have an opportunity to work under the guidance of a leader skilled in the field of systems and management improvement. They will enhance their learning by working and exchanging ideas with others who face similar management simplification challenges and opportunities. Participants should be able to:

* Describe the procedures and steps to follow when conducting a detailed systems study of procedures
* Analyze job activities utilizing the following forms: Flow Process Chart, Flow Diagram Chart, Multi-Column Flow Process Chart, Procedure Chart, and Work Distribution Chart
* List and explain the basic types of changes to consider when developing an improved work system
* Implementing and multiplying process and systems improvements through released creative human potentials
* Describe specific concepts, skills, and kinds of data relative to the work improvement process

Delivery Methodology . . .

Films, case studies, demonstrations, and other instructional methods will augment this learning experience.

Cost . . . The interagency tuition charge is $100 per participant.

ORGANIZATION DEVELOPMENT SEMINAR

Designed For . . .

Executives, middle managers, and selected staff people involved in organizational change efforts.

Objectives . . .

This course is designed to give an overview of proven techniques for unfreezing, revitalizing and renewing organizations. Typical problems addressed are:

- Lack of clarity and "owning" of organizational goals
- Intergroup conflict
- Lack of team work
- Difficulty in communication flow, especially from the bottom up
- The prevailing impression that problems confronting the unit are immense or "out of control"

After attending this course participants will be able to:

- Recognize key issues in their organizations which can be helped by an Organization Development program
- Understand how to positively cope with conflict and change in organizations
- Diagnose his own organization's stage of growth
- Understand how to develop, initiate and maintain organizational development programming in his organization

Delivery Methodology . . .

Brief lectures, individual and small group activities, and simulation exercises will be used to reinforce concepts and techniques.

Topics Covered . . .

* The Nature of Organization Development
* Diagnosing the Need for Organization Development
* Strategies for Organization Development
* The Use of Facilitators
* Introducing Organization Development Successfully
* Limitations and Pitfalls
* Evaluating Organization Development Efforts
* Building Internal Capabilities for Organization Development

Cost: The interagency tuition charge is $110 per participant.

TEAM BUILDING FOR ORGANIZATIONAL EFFECTIVENESS

Designed for . . .

Teams of four to eight members of an organization who work closely together within the organization. Usually, but not always, this means an executive or manager and his or her immediate subordinates. Such a team, however, may also include other members of the organization - staff or line - with whom the basic work team has ongoing relationships. There will be five or six teams from a variety of agencies taking part.

Since some organizations may want to have someone determine the usefulness of the seminar to the organization before committing an entire team, a limited number of individual nominations will be accepted. Such participants will be combined for purposes of the seminar into an interagency team which will permit them to gain an understanding of the processes involved in team building. It should be borne in mind, however, that the value of the seminar to such participants will be diminished and the transferability more limited.

Program Objectives . . .

In recent years systems concepts have proven to be extremely useful tools for examining the structure, functioning, and effectiveness of organizations. Their use has lead to a greater understanding of the dynamic nature of organizations, the complex relationships, and interdependency which exists among the component elements, and the ways in which these are related to the attainment of organizational objectives. One basic concept is the idea of sub-systems, among the most important of which are the work teams, groups of people within an organization whose work requires them to interact with one another in a significant way on a continuing basis. Such teams must be able to utilize to the fullest, the skills and knowledge of their members. They must be structured and managed in ways which insures that necessary information is surfaced and processed in a fashion which helps clarify and achieve organizational objectives. Team building is one technique for helping to accomplish this by looking at patterns of communication, at the ways in which goals are defined and problems identified, at techniques for generating new ideas, and at methods for dealing constructively with conflict. This workshop has been designed to help teams of four to eight members achieve such an improved working relationship.

Workshop Objectives . . .

To diagnose how well the team has been functioning as a working unit in terms of the achievement of organizational objectives. Those areas where performance has been less than seems desirable, will be examined in an attempt to identify the causes of the low performance. Special attention will be paid to such factors as: non-agreement on goals, unclear role definition, poor communication, lack of openness and trust, and a failure to confront disagreement.

Team Building - continued

To work out solutions to some of the problems so identified by developing new structures or processes which permit effective utilization of the team's resources.

To develop techniques for identifying at an early stage similar problems which may occur in the future, and building a mechanism and the necessary attitudes for resolving them.

To develop a strategy for instituting team building activities in the total organization. This will include ways of winning the commitment of the other organization to such efforts.

To describe evaluative techniques for assessing how successful an organization's team building efforts have been.

Delivery Methodology . . .

The workshop will consist of brief lectures, problem solving sessions, and discussion groups. All activities will be observed by a "facilitator" who will help insure that each team gains all it can from the workshop. Each team will use as the basis for its discussions actual issues, problems, and projects from its back home situation.

Cost: The interagency tuition charge is $110 per participant.

UNDERSTANDING & MANAGING HUMAN BEHAVIOR *through Transactional Analysis*

How many times have you heard someone say, "My job would be simple if it weren't for the people involved!"? Or how often have you felt frustrated because you couldn't make sense out of what was going on between you and another person? -- Human behavior can be a source of puzzlement and frustration, but it doesn't have to be. In government, our goal has been to improve organizational effectiveness through increased understanding of our subordinates, peers, and bosses.

This training program is designed to help anyone who must work through or with others to understand more clearly why people act and react the way they do. The ideas and tools presented in it apply equally well to relationships with subordinates, peers, bosses, and the public. The course focuses on a recently developed theory of behavior called Transactional Analysis that has made it possible for each of us to sort-out, interpret, and make more predictable our here-and-now interactions with people. This approach is comprehensive, understandable, and workable.

Designed For . . .

Supervisors, managers, and other government employees whose jobs require skill in dealing with people.

Objectives . . .

The broad objectives of the course are:

- To acquaint the participants with the essential theory, concepts, and analytical tools of Transactional Analysis
- To demonstrate how this knowledge can be effectively used in day-to-day relationships on the job

More specifically, upon successful completion of the course, participants will be able to:

- Define and describe the core concepts in the transactional analysis approach to understanding behavior
- Make a personal analysis of their own behavior and that of others using the transactional analysis model
- Identify several of the common "games that people play" and explain how to deal with them
- Apply transactional analysis to improve the effectiveness of their interpersonal relations with co-workers and the public

Delivery Methodology . . .

Lectures, group discussions, and group and individual activities.

Understanding & Managing Human Behavior - continued

Topics Covered . . .

* Personality - Structural Analysis
* Ego States - Parent, Adult, and Child
* Strokes
* Application of Transactional Analysis to Work Place
* Transactional Analysis
* Relationship Diagram
* Structuring Time
* Scripts, Counter-Scripts

Cost: The interagency tuition charge is $100 per participant.